

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

DBS5018 – BUSINESS MANAGEMENT
(Diploma Students Only)

27 OCTOBER 2017
3.00 PM – 5.00 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 7 pages with 4 sections.
2. For section A, please shade your answers on the OMR sheet provided.
3. For section B, C and D, please write your answers in the answer booklet provided.
4. Answer ALL questions.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1.5 mark). Please shade your answers on the OMR sheet provided.

1. In the decision making process, what comes after you have analysed the alternatives?
 - A. Evaluating alternatives.
 - B. Selecting alternatives.
 - C. Develop alternatives.
 - D. Allocate weights to the alternatives.
2. Uzair decision making is limited due to his ability to process the information given to him. This situation is best referring to _____.
 - A. bounded rationality
 - B. intuition
 - C. programmed decision
 - D. structured problems
3. Emily is making her decision to proceed with a project based on her own experience and accumulated judgment. Emily is practicing _____.
 - A. rational decision - making
 - B. bounded rationality
 - C. intuitive decision - making
 - D. evidence - based management
4. Which of the following statement is describing the meaning of procedure?
 - A. A statement that tells managers what can or cannot be done.
 - B. A guideline for making decision.
 - C. A series of sequential steps used to respond a well-structured problem.
 - D. A series of rules and regulation.
5. Jacky only focuses on the initial information that he receives and ignores all the other information that comes later. Which bias or error in decision making he is making?
 - A. Selective perception bias.
 - B. Confirmation bias.
 - C. Anchoring effect.
 - D. Framing bias.

6. Which of the following is composed in the dimension of emotional intelligence?
- I. Self-management.
 - II. Self-motivation.
 - III. Empathy.
 - IV. Social skills.
- A. I, II and III only.
 - B. I, II and IV only.
 - C. II, III and IV only.
 - D. I, II, III and IV.
7. Kerwin who is a manager in Eagle Bhd, tries to shape his employee's behavior by rewarding desired behaviors. This technique is called _____.
- A. negative reinforcement
 - B. punishment
 - C. extinction
 - D. positive reinforcement
8. Monishah who is a project leader for the marketing department wants to manage the negative behavior in her team. Which of the following ways she can adapt in order to solve this issue?
- A. Giving reward to staff that show negative attitude.
 - B. Responding immediately to unacceptable negative behaviors.
 - C. Challenge the status quo.
 - D. Giving them the chance to do job rotation.
9. "A part of our attitude that is made of the beliefs, opinions, knowledge or information held by a person". This statement is **BEST** describing _____.
- A. affective component.
 - B. behavioral component.
 - C. cognitive component.
 - D. selective component.
10. Syafira who is the new CEO of Ais Kacang Sdn Bhd, has gain respect and trust from all of her employees. This is because they see the desire to lead and confidence she has as a CEO. This scenario is **BEST** referring to _____.
- A. behavioral theory
 - B. path goal model
 - C. trait theory
 - D. autocratic theory

11. Tiffany is an employee oriented manager. She feels that good interpersonal relationship is important to make sure that task will be accomplished successfully. Which behavioral theory is this referring to?
- A. University of Iowa research.
 - B. University of Ohio research.
 - C. University of London research.
 - D. University of Michigan research.
12. Which of the following is **NOT** part of the path-goal model?
- A. Supportive.
 - B. Directive.
 - C. Participative.
 - D. Imaginative.
13. Which of the following is **NOT** in the dimension on the concept of trust?
- A. Openness.
 - B. Loyalty.
 - C. Inconsistency.
 - D. Integrity.
14. Which of the following is the first step in the controlling process?
- A. Measuring actual performance.
 - B. Comparing actual performance.
 - C. Taking managerial action.
 - D. Measuring input and output.
15. A corrective action that corrects the problem at once. This is called as _____.
- A. functional action
 - B. basic corrective action
 - C. immediate corrective action
 - D. ad hoc action
16. Hanisa owns a fast food restaurant. She will always make sure that the quality control of her products has taken place before the work activity is done. Which tool of control is she using?
- A. Concurrent control.
 - B. Management by walking around.
 - C. Feedback control.
 - D. Feed forward control.

17. Which of the following **BEST** describe corporate governance?
- A. A service sequence from employees to customers.
 - B. A system that protects the interest of corporate owners.
 - C. An unauthorised personnel taking company property.
 - D. A system that gives freedom to corporate owners.
18. _____ is a process where managers monitor, compare and correct the work performance.
- A. Leading
 - B. Planning
 - C. Controlling
 - D. Organising
19. Hafiz found out that his team performance is consistently exceeding the team's goal. What action can be taken by Hafiz, if he wants his team to achieve a higher level of success?
- A. Revising the standard of the goal downwards.
 - B. Revising the standard of the goal to be more challenging.
 - C. Maintain the current goal.
 - D. Revise the staff that is working in the team.
20. What is the main function of management information system?
- A. A performance management tool.
 - B. A controlling management tool.
 - C. Providing needed information on regular basis.
 - D. A quantitative method of control.

[TOTAL 30 MARKS]

SECTION B: FILL IN THE BLANK QUESTIONS (each question carries 1 mark). Fill in the blanks with the most appropriate answer based on the table below. Please write your answers in the answer booklet provided.

Spokesperson	Human skills	Jargon	Distinct purpose	Motivation
Town hall meeting	Middle managers	Organisational communication	Encoding	Planning

1. Individual who coordinates and manages the work of first-line managers is classify as _____.
2. Defining goals and establishing strategies to achieve goals are clarified as _____ under the four management functions.
3. Informational roles such as monitor, disseminator and _____ are among the three types of managerial roles established by Mintzberg.
4. As the manager of marketing, Mr. Janaraj should have _____ skill that enables him to work well with other working colleagues.
5. An organisation should have a deliberate structure, consist of people and _____.
6. Some managers use communication as a _____ by clarifying how well employees have done their task and what improvement can be done.
7. Converting a message into symbols is called as _____.
8. A doctor always uses specialised terminology in their explanation to patients. This is an example of barrier of communication known as _____.
9. Yu Hang's company conducted a _____ where certain issues can be discussed informally.
10. _____ is referring to all the patterns and networks of communications within an organisation.

[TOTAL 10 MARKS]

SECTION C: CASE STUDY QUESTIONS

Please write your answers in the answer booklet provided.

AirAsia wins world's best low-cost airline for 6th time

LONDON: AirAsia has been named the "World's Best Low-Cost Airline" at the 2014 World Airline Awards, bringing the tally to six consecutive wins of the coveted award by the airline.

AirAsia also won "Asia's Best Low Cost Airline" award for the sixth consecutive year. The Skytrax World Airline Awards is the global benchmark of airline excellence and one of the most prestigious accolades for the airline industry. This annual global survey is conducted over a 10-month period, covering over 245 airlines from the largest international airlines to smaller domestic carriers.

A total of 18.9 million customer surveys were completed, measuring standards across 41 key performance indicators of an airline's front-line product and services. AirAsia Group Chief Executive Tan Sri Tony Fernandes in a statement said: "It all started with a dream 12 years ago. From two aging aircraft and just six routes back in 2002, we have grown to operate a proud fleet of over 160 aircraft, 95 destinations and carried over 250 million guests. It is a great honour to be acknowledged as the World's Best Low-Cost Airline for six consecutive years and for that, I thank our guests, whose valuable criticisms and feedbacks made us an outstanding airline today and my incredible team of Allstars who work hard every day to deliver only the best.

"In aviation, the one thing that remains constant is change and innovation. However, such strategies are only successful if they are supported by partners such as airport authorities. We invite them to work as a team and help us to continue to be the world's best."

"This year, we are proud to announce a comeback in the low cost carrier market in Japan, with new partners and investors. We shall re-emerge with a greater strategy and business plan in our quest to revolutionise Japan's low-cost carrier segment.

"We are also ecstatic with the grand launch of AirAsia India, our latest affiliate committed to innovatively tap into India's underserved aviation market and becoming the obvious choice for low-cost travel in India, via lowest fares and unparalleled service and product options."

(The Star, 16 July 2014)

Question 1

- (a) What are the **TWO (2)** awards that Air Asia won in 2014? (2 marks)
- (b) i. Define organisational change. (1 mark)
ii. Define innovation. (1 mark)

- (c) What are the latest plans that Air Asia is looking at in terms of tapping into international aviation market? (2 marks)
- (d) How does The Skytrax World Airline Awards evaluate the airline to be the winner? (2 marks)
- e) In your opinion why Air Asia need to change and bring new innovation to the airline. (2 marks)

[TOTAL 10 MARKS]

SECTION D: STRUCTURED QUESTIONS

Please write your answers in the answer booklet provided.

QUESTION 1

- (a) List the **FIVE (5)** types of planning. (5 marks)
- (b) List the **FIVE (5)** steps in goal-setting according to sequence. (5 marks)
- (c) Briefly explain the correct flow of the strategic management process. (10 marks)
- (d) List the **FIVE (5)** forces model. (5 marks)

QUESTION 2

- (a) List at least **FIVE (5)** high-performance work practices. (5 marks)
- (b) Explain **FIVE (5)** ways organisation can reduce the number of employees working in the organisation. (10 marks)
- (c) Explain **FIVE (5)** selection tools that Human Resources Management (HRM) could use to select the most suitable employee. (10 marks)

[TOTAL 50 MARKS]

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